

# Lean Service Innovation

*it's all about relevance*



# Impact Washington Mission

**Impact Washington is a non-profit organization whose mission is to improve manufacturing performance in the state of Washington through a public private partnership offering consulting, educational and advocacy services in order to contribute to a healthy Washington economy.**

*In pursuit of our mission, Impact Washington supports governmental and educational institutions in their continuous improvement efforts which help to create an environment where manufacturing can thrive.*



U.S. DEPARTMENT OF COMMERCE



NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY  
MEP MANUFACTURING EXTENSION PARTNERSHIP



*in association with*

LEAN OFFICE  
INNOVATION  
From Straus Forest LLC



HELLO  
my name is

**Joseph  
Lesser**

HELLO  
my name is

**Rhea  
Wallace**

HELLO  
my name is

**Carlos  
Venegas**

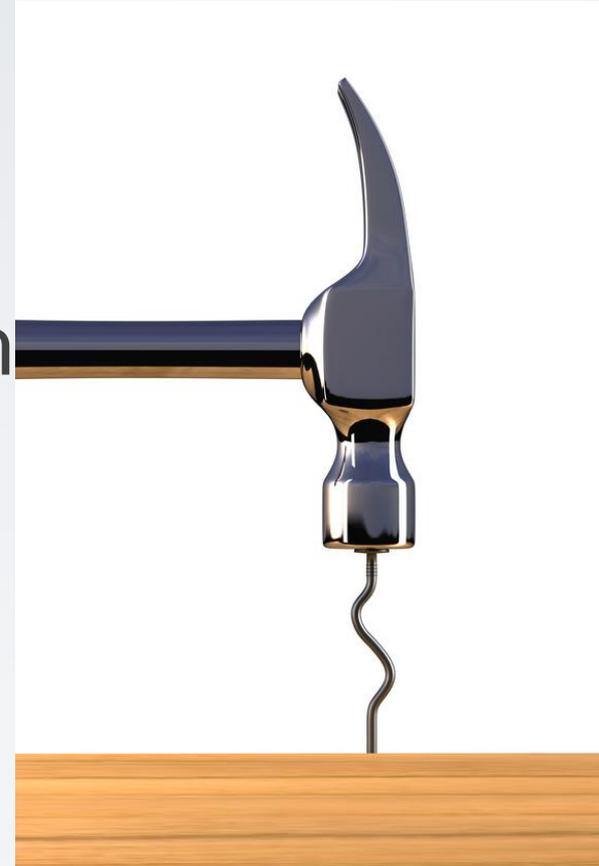


HELLO  
my name is

1. Name
2. Where you work
3. What you do
4. Where you are from

# Why are we here?

Because we have a **BIG** problem



CHRISTINE O. GREGOIRE  
Governor



STATE OF WASHINGTON  
OFFICE OF THE GOVERNOR

*P.O. Box 40002 · Olympia, Washington 98504-0002 · (360) 753-6780 · [www.governor.wa.gov](http://www.governor.wa.gov)*

EXECUTIVE ORDER 11-04

LEAN TRANSFORMATION

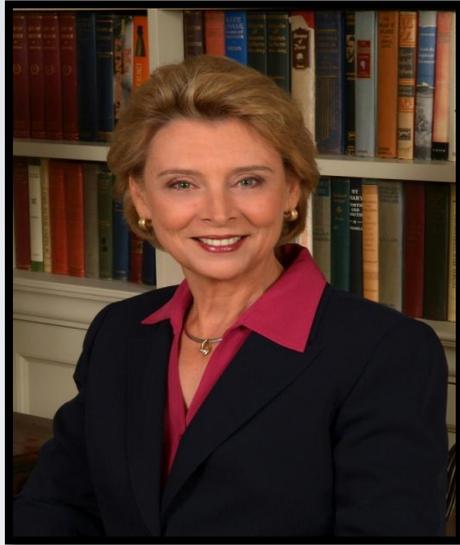
WHEREAS, our current economic climate with **lower revenues** and **higher demand for services** requires state government to continue to streamline operational processes and prioritize limited resources; and

WHEREAS, the citizens of Washington expect state government to deliver needed services with **innovation**, efficiency and integrity; and

WHEREAS, it is necessary for state agencies to take additional steps to **do more with the resources we have** available.

Continued...

# Governor's Challenge



“The best solutions to our problems come from those on the line everyday seeing what works and doesn't work and how to fix it and how to solve it.”

- Governor Gregoire,  
*Lean Symposium 3/24/11*

Lean gives us the opportunity to do more with what we have.

## LESSONS IN LEADERSHIP SERIES: *Getting Leaner – Getting Results*

**FREE Symposium for Washington State Agency Leaders**

**Date:**  
Thursday, March 24, 2011

**Time:**  
1:00 - 4:30 p.m.

**Location:**  
L&I Auditorium  
7273 Linderson Way SW  
Tumwater, WA 98501

**Additional Information:**  
Barb Burgener  
360.902.4107  
[accountability@dcw.wa.gov](mailto:accountability@dcw.wa.gov)

**To Register:**  
Click on:  
<http://www.cfm.wa.gov/training/default.asp>

**In business, "Lean" is the relentless pursuit of maximum efficiency. A Lean organization produces more with existing resources by eliminating non-value added activities. Lean establishes a systematic approach to identifying and eliminating inefficiencies, and improves workflow throughout the whole organization.**

**HEAR** from experts who have successfully used Lean in their organizations:

- Carolyn Corvi, Chair, Virginia Mason Medical Board, and retired VP & General Manager of Airplane Programs, Boeing Commercial Airplanes
- Laura McMillan, Chief of Staff & VP of Strategic Planning and Deployment, Group Health
- Diane Miller, Executive Director, Virginia Mason Institute
- Pat Hagan, President and COO, Seattle Children's Hospital

**LEARN** how several state agencies are already using the tools to:

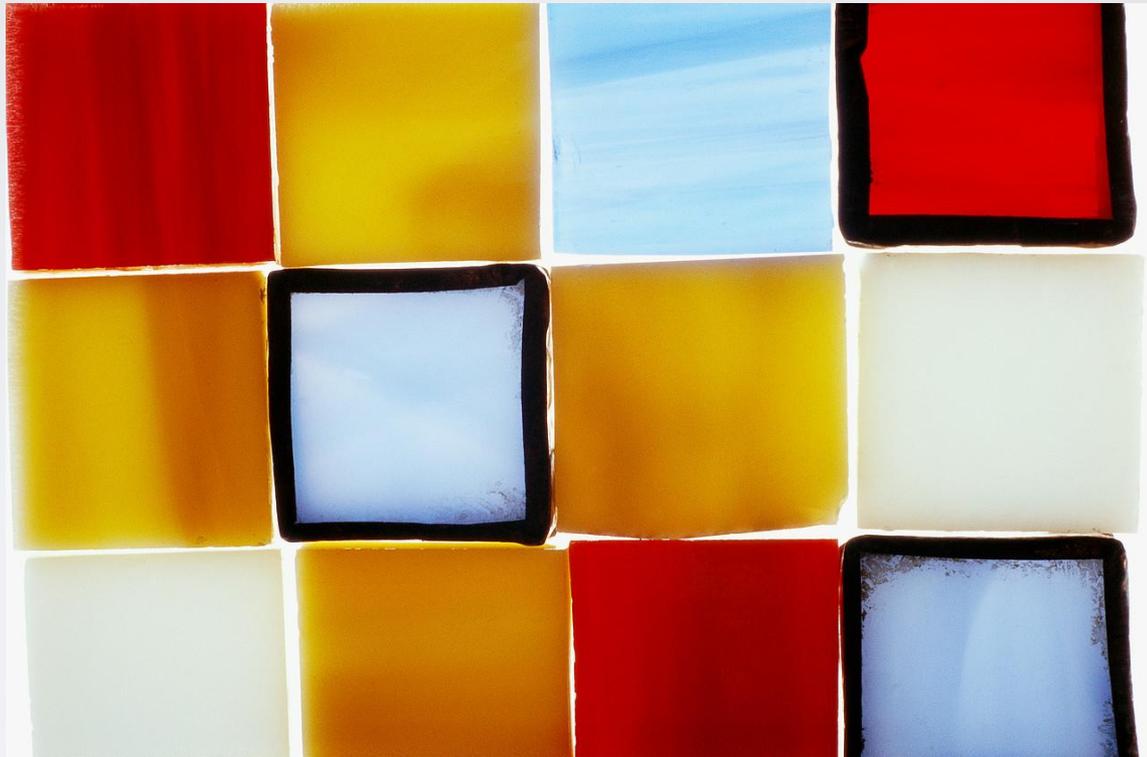
- Reduce costs.
- Expand services with fewer resources.
- Improve processing time.
- Increase productivity.
- Improve quality of services.
- Meet customer expectations.



GMAP  
Governor's Management Advisory Panel  
Accountability & Performance Department of Labor & Industries

Sponsored by the Governor's Office and Department of Labor & Industries

# 75 minute session design



# What can we do?



# Got Problems?

**Lean Tools**



**Innovation Tools**



Say hello to the 21<sup>st</sup> century with a smile!

## Lean tools (a sampler)



- Waste eradication
- Just-in-time
- Autonomation
- 5S
- Continuous flow
- Pull
- Value Stream Mapping
- Kaizen workshops
- New service development

## Innovation tools (a sampler)



- Innovation assessment
- Mind mapping
- Stimulus mining
- TRIZ
- Lateral Thinking
- Customer Concept
- Math game plan
- Death threat checklist
- Forecasting simulation
- PDCA experimentation cycles

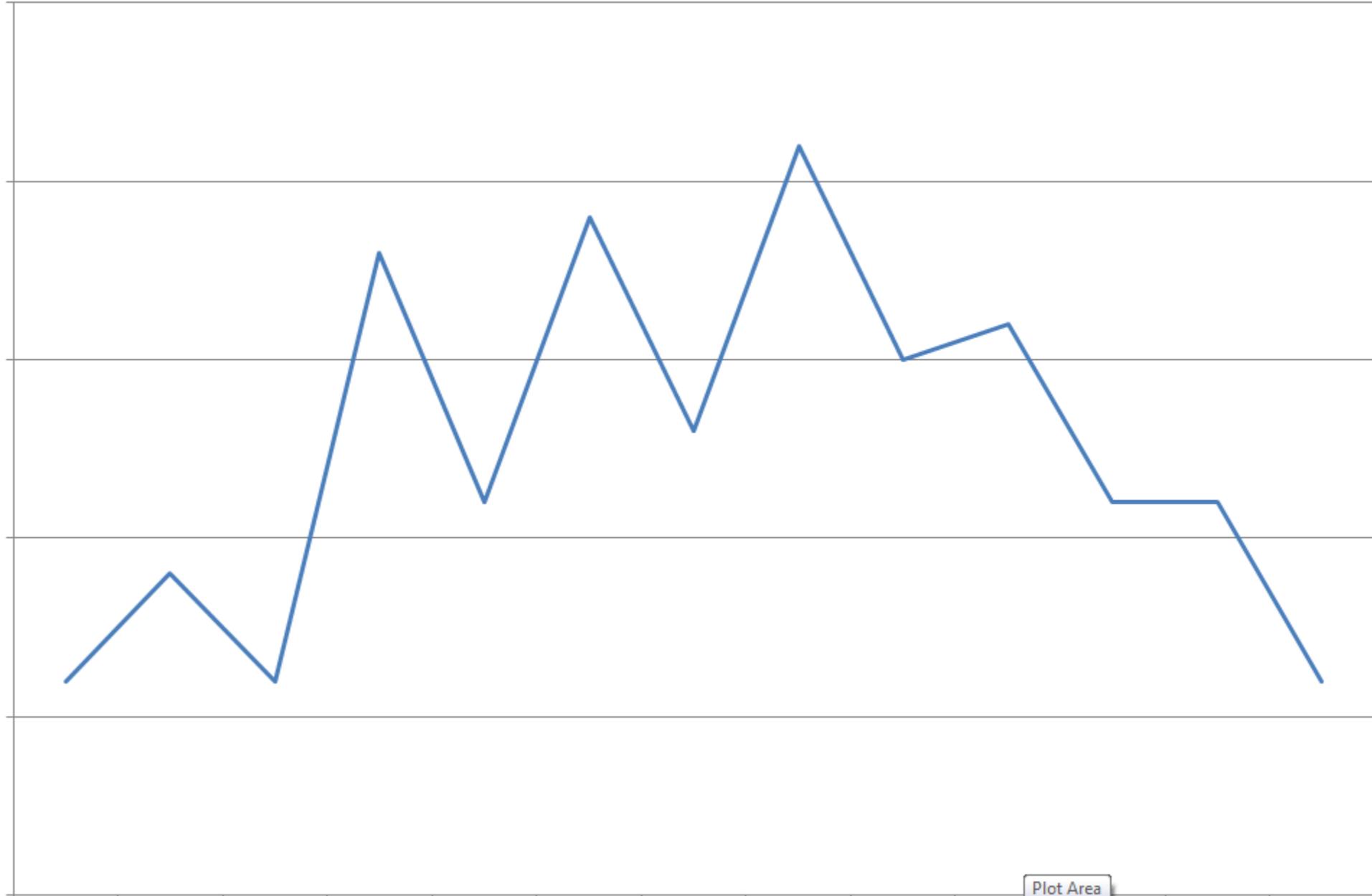
# problems



# problems



# problems



Plot Area

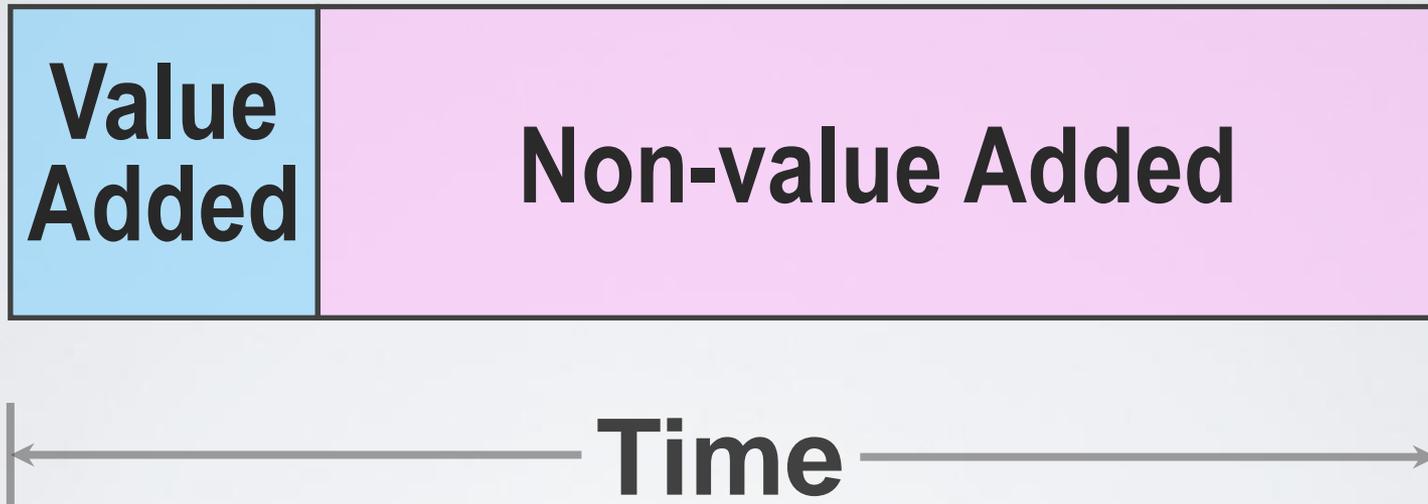
# Explore / Exploit

- Use Innovation tools to create meaningful new services (Explore)
- Use Lean tools to reduce waste and increase flow (Exploit)

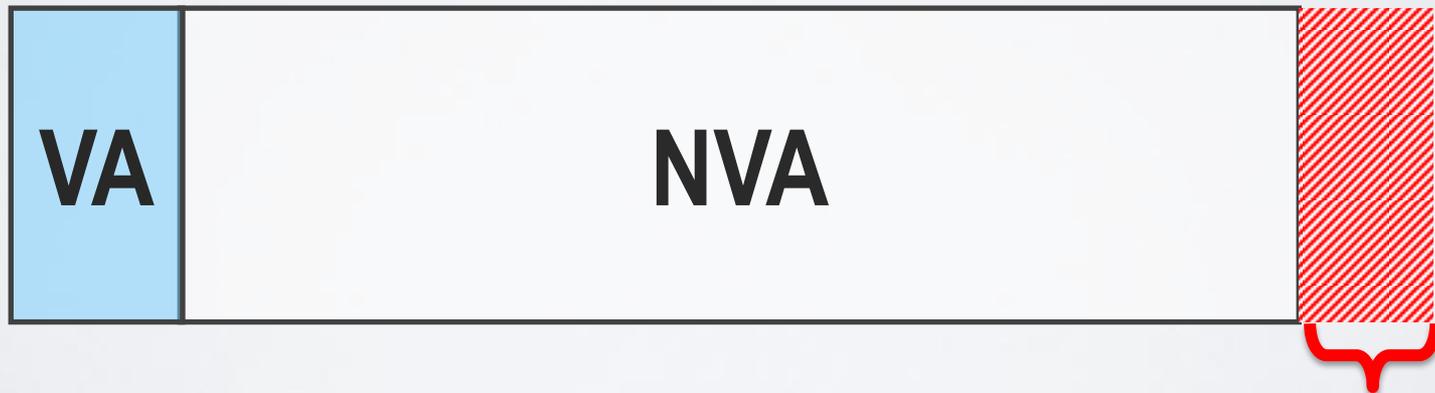
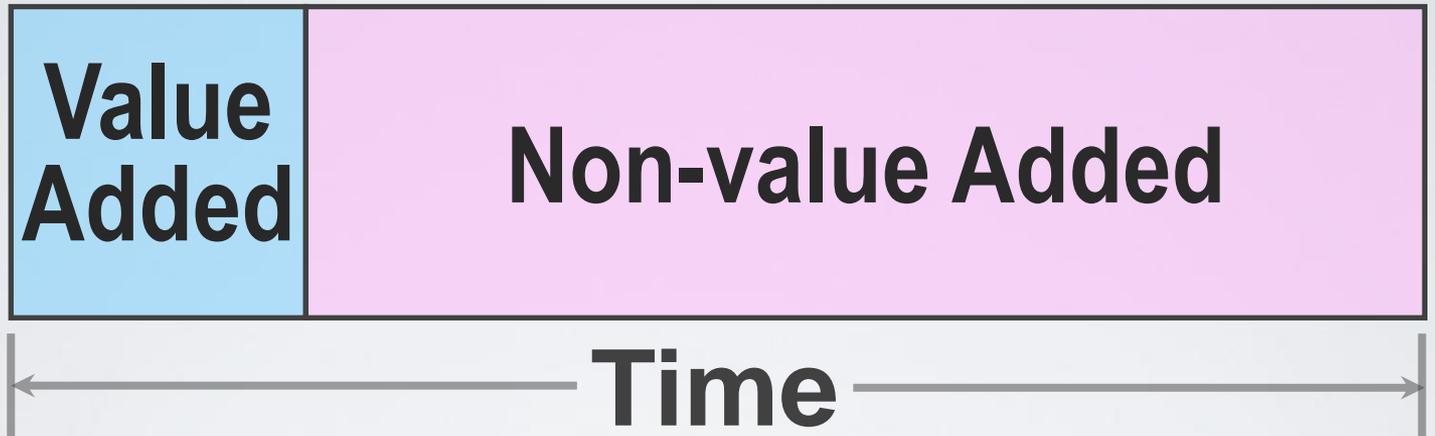
# Thoughts on Lean regarding waste

Note: Carlos will be presenting this  
afternoon at 2:30 on  
“Doing More with Less”

# Why the focus on waste?



# Why the focus on waste?



**50% improvement in value-added work**

# Why the focus on waste?



50% improvement in value-added work

---



50% improvement in non-value-added work

## Lean tools (a sampler)



- Waste eradication
- Just-in-time
- Autonomation
- 5S
- Continuous flow
- Pull
- Value Stream Mapping
- Kaizen workshops
- New service development

## Innovation tools (a sampler)



- Innovation assessment
- Mind mapping
- Stimulus mining
- TRIZ
- Lateral Thinking
- Customer Concept
- Math game plan
- Death threat checklist
- Forecasting simulation
- PDCA experimentation cycles

# Success stories

## TransOcean Products



### **Cross Agency Communications**



### *Leaning Forward*



# Products before Innovation



[our products](#) | [recipe ideas](#) | [about us](#) | [questions](#) | [store locator](#) | [what's new](#) | [foodservice](#) | [contact us](#) | [home](#)

## Crab Classic

- > Crab Classic Flake
- > Crab Classic Chunk
- > Crab Classic Leg
- > Crab Classic Shred

## Lobster Classic

## Seafood Snackers

## Crab Supreme/ Jaiba Supremo

## Shrimp

## Scallops

## Smoked Salmon

## About AHA

## About Omega-3

## About MSC



## America's #1 brand of surimi seafood.

All across the United States, people who love the delicious taste of seafood are choosing Crab Classic and Lobster Classic more than any other brand. Whether it is because the Classics are a source of heart-healthy Omega-3 or because of the delicious seafood flavor, we sure are proud so many people are enjoying our products. The Classics are fully cooked and ready-to-eat, making them perfect for quick and easy salads, appetizers, hot dishes and more.

*For information about specific products, click on the menu on the left.*



# Products after Innovation



[our products](#) | [recipe ideas](#) | [questions](#) | [about us](#) | [contact us](#) | [store locator](#) | [what's new](#) | [links](#) | [order online](#) | [home](#)

[Surimi Seafood](#)

[Shrimp](#)

[Scallops](#)

[Smoked Salmon](#)

[About AHA](#)

[About Omega-3](#)

[About MSC](#)



# Improve Cross Agency communication with business focusing on the startup phase of operations

Prospective business owners don't understand what they need to do to license and register their new business



Many prospective small business owners struggle to understand:

- Which agencies they need to contact to get their business registered and licensed with the state,
- What steps they need to take, and
- When they have completed the process.

# Leaning Forward



State agencies face unprecedented budget cuts at the same time the Governor has called for agencies to adapt Lean to government operations.

# Innovation Overview

- Why Innovate?
- What is Innovation?



# Why do we need to innovate?

# What is Innovation?

- Overused term<sup>1</sup>
- Many useful definitions
- **Meaningful / Relevant Services**
- **New and Different**

<sup>1</sup>You Call That Innovation?, Wall Street Journal, May 23, 2012

# Meaningful & New

## yeah yeah yeah, but how?



# Exercise & Stimulus

- **The Mind Dump exercise**
- **Stimulus: what ideas do you already have that can help improve your work process?**

# Mind Dump

Task:

- RULES**
1. No Criticism
  2. Wilder the Better
  3. Go for Quantity
  4. Fun is Fundamental

Classic  
CREATIVITY

## Step 1:

Write starter idea  
in the boxes.

## Step 2:

Build on idea, "outside the box" in circles.

Idea:

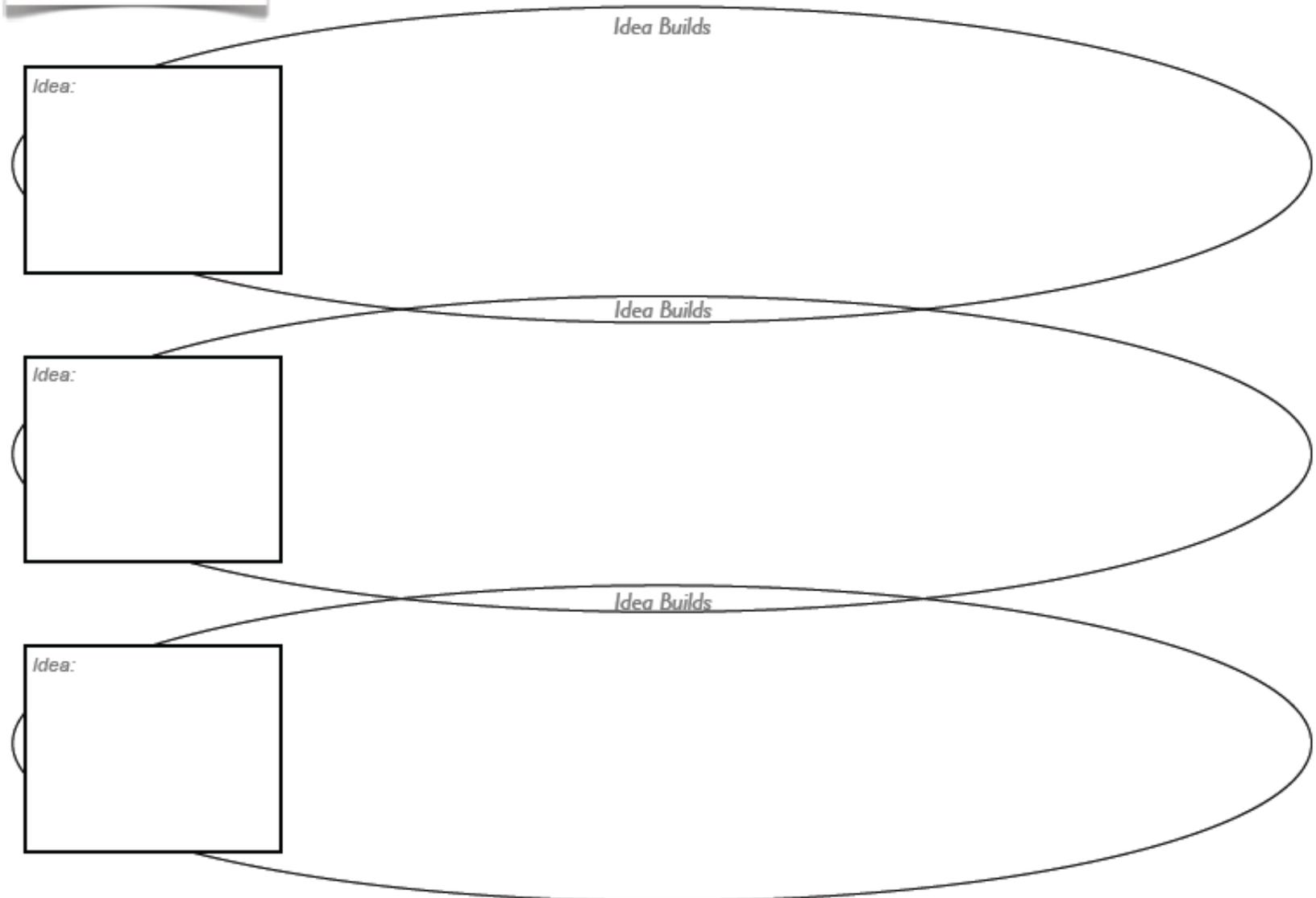
*Idea Builds*

Idea:

*Idea Builds*

Idea:

*Idea Builds*



# Mind Dump

Task:

## Step 1:

Write starter idea  
in the boxes.

## Step 2:

Build on idea, "outside t

*Idea Builds*

*Idea:*

*Idea:*

*Idea:*

*Idea Builds*

*Idea Builds*

## Instructions / Tips

**Stimulus:** We must do more with existing resources as per executive order (do more with less).

**Assigned Task:** How can you improve your work process?

1. Write down some of your ideas in the *Idea* rectangle.
2. Share these ideas with your neighbor(s) and listen for interesting feedback.
3. After discussing, write down any new ideas in the *Idea Builds* oval.

# What did you learn?



# Basic Skillsets for Innovation

<b>1. Create Idea</b>	<ul style="list-style-type: none"><li>• Stimulus Mining</li><li>• Diversity of Thinking</li></ul>
<b>2. Communicate Idea</b>	<ul style="list-style-type: none"><li>• Customer Problem</li><li>• Benefit to Customer</li></ul>
<b>3. Experiment with Idea</b>	<ul style="list-style-type: none"><li>• Adapt current capabilities</li><li>• Lead with new offerings</li><li>• Reduce Risk with small steps (PDCA Cycle)</li><li>• Decision Points: Kill or Continue</li></ul>

# Basic Skillset 1: Create

<b>1. Create Idea</b>	<ul style="list-style-type: none"><li>• Stimulus Mining</li><li>• Diversity of Thinking</li></ul>
<b>2. Communicate Idea</b>	<ul style="list-style-type: none"><li>• Customer Problem</li><li>• Benefit to Customer</li></ul>
<b>3. Experiment with Idea</b>	<ul style="list-style-type: none"><li>• Adapt current capabilities</li><li>• Lead with new offerings</li><li>• Reduce Risk with small steps (PDCA Cycle Cycle)</li><li>• Decision Points: Kill or Continue</li></ul>

# Hidden Treasure in Your Group



# Create

- **Stimulus. Feed your brain! Explore. Seek out information regularly**
- **Utilize diverse thinking styles – within yourself and within your group**
- **More ideas are better: Quantity breeds more quality ideas to choose from**

# Exercise & Stimulus

- **Exercise: Lawbreaker**
- **Stimulus: No additional resources are available for the foreseeable future. You must do more with less.**

# Lawbreaker



Need ideas for...

# IDEA ENGINEERING

Industrial  
Strength  
INVENTING

1.

INDIVIDUAL

## List Absolute Laws & Truths

Individually, list things that we always/never do.

Always

Never

1.

4.

2.

5.

[No Title]

3.

6.

2.

PAIR

## Boldly Break the Laws

Roll Die or randomly Pick a LAW

With partner, think of possibilities that break the law.

Law # \_\_\_\_

What If we....

Or what if we....

Law # \_\_\_\_

What If we....

Or what if we....

3.

TEAM

## Share Your Idea

Write Ideas and Advice From Team

4.

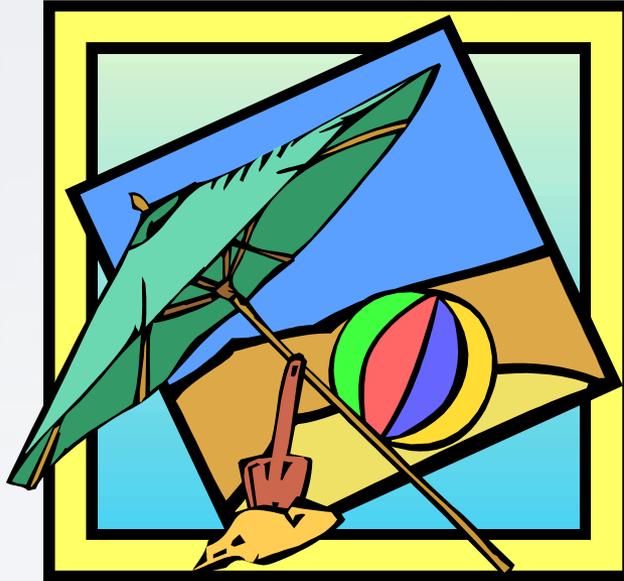
INDIVIDUAL

Write Best Ideas  
on Idea Cards

# What did you learn?



# A Comparison of Creativity Techniques



# Creativity

## - individual brainstorming -

### “Traditional”

- Not enough structure
- No significant stimulus
- No preparatory work (whole brain not activated)
- Low quality results

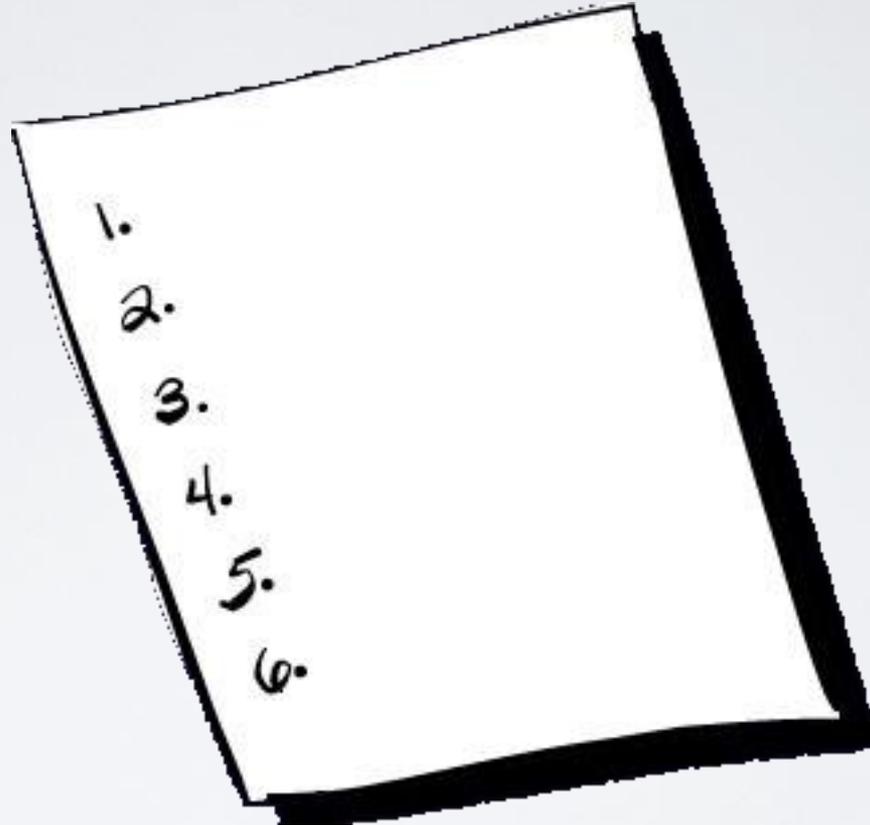


### “Innovative”

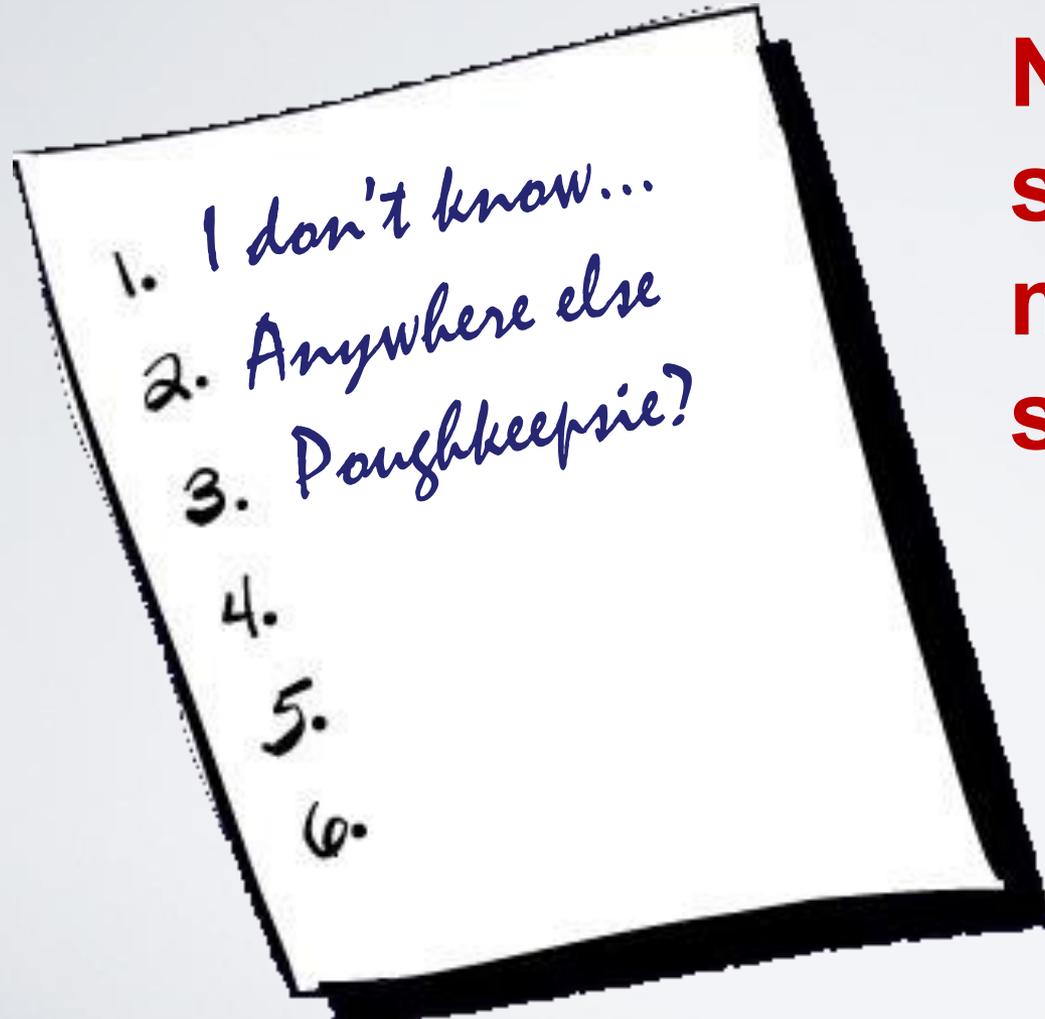
- Topic(s) established
- Stimulus available
- Left & Right brain warm up for integration
- High quality results



# Where To Go On Vacation? ("traditional")



# Where To Go On Vacation? ("traditional")



**Not enough  
stimulus for  
many people to  
succeed well.**



# Innovative create process

## Stimulus



## Results

- Bora Bora
- Istanbul
- Rockies
- New Jersey
- Patagonia
- ???



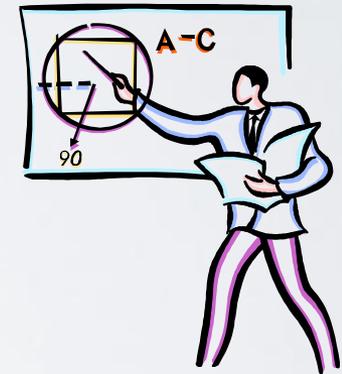
# Basic Skillset 2: Communicate

<b>1. Create Idea</b>	<ul style="list-style-type: none"><li>• Stimulus Mining</li><li>• Diversity of Thinking</li></ul>
<b>2. Communicate Idea</b>	<ul style="list-style-type: none"><li>• Customer Problem</li><li>• Benefit to Customer</li></ul>
<b>3. Experiment with Idea</b>	<ul style="list-style-type: none"><li>• Adapt current capabilities</li><li>• Lead with new offerings</li><li>• Reduce Risk with small steps (PDCA Cycle)</li><li>• Decision Points: Kill or Continue</li></ul>



# Communicate

- Understand your **customer(s)** and their **problem(s)**
- Describe the benefit you deliver (**promise**)
- Explain how your idea works (**proof**)
- Be prepared for several conversations



# **Storytime**

(6+/- minutes)

## **Cross Agency Communication**

### **Leaning Forward**

# IMPROVE CROSS AGENCY COMMUNICATION



Faith Lumsden	I read most of the article with Best Practices from RightNow.com and it has several other good points. I recommend it.
Karen Pernerl <i>WA ST Governor's Office of Regulatory Assistance</i>	Great article. Lots of good ideas for when we build My Account.

Reply by:

Laura Johnson

Posted: Tue Aug 23, 2011 10:54PM

Market Mining Digital Dig, New Business Services offered by the State of Virginia- named the "best state for business".

\*Virginia website: clear, step by step instructions for starting a business, easy to navigate.

\*Offers seminar to businesses: how to grow sales.

\*Virginia Business Information Center with 800# to call (easily identifiable as a good number to call for general information).

\*Marketing promotes new business growth: Come In, We're Open!

\*"The Best State for Business". Nice graphics.

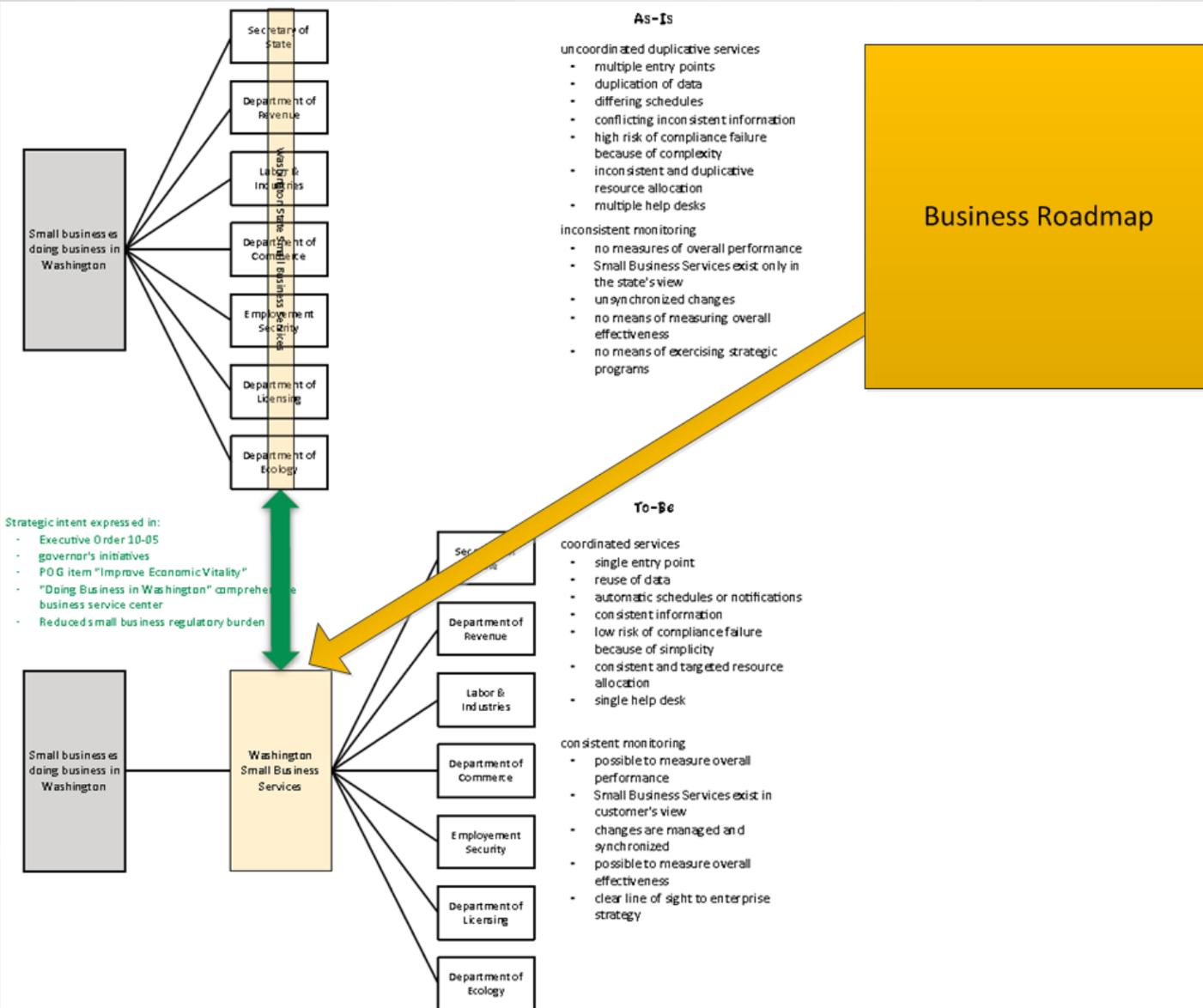
\*One on One Counseling Opportunities by geographic location with clear contact name and phone #'s. Other websites: State of Oregon offers online "How to Start a Business in Oregon Guide" which includes a Welcome Letter and offers further information/resources by contacting their Business Information Center.

<http://bos.virginia.gov/>

Expected Outcome	Component from Jump Start Pitch Sheets
Collaborative approach	Expert staff from UBI agencies working together to support new biz
Communication style	Speak to governor via podcast re industry issues
Consistent process	Click on each step to reveal info and actions specific to my biz
Consistent process	Consistent and complete information & assistance resource
Faster service	Answer 80 - 90% of questions on first call
Faster service	Immediate licensure; biz owner prints own license
Faster service	Complete registration & licensing in one day
Faster service	Accounts w all agencies set up immediately during start up process
Faster service	State pays biz owner for delays
Improved support	StartUp.wa.gov website (One stop - One WA interactive website)
Improved support	Online video about steps to start a biz - self paced
Improved support	Provide all info and contact info needed to start a biz
Improved support	One on one consulting for new biz
Improved support	Continuing to do list to keep you in compliance
Improved support	Consolidated 800 phone support line for all UBI agencies
Improved support	Deliver information incrementally as it is needed
Personalized process	Someone to shepherd new biz owner
Personalized process	Personalized roadmap for new biz owner
Personalized process	Know when you've done it right
Personalized process	Know what next steps are after you get started
Personalized process	Answer few questions & get personalized help you need
Personalized process	Free web approach, customized phone service for fee
Personalized process	Tell us what you plan to do, we tell you requirements, costs & timelines
Reduced steps	Business license approval eliminated
Simplified process	One place to start, process takes biz to right place



# IMPROVE CROSS AGENCY COMMUNICATION



Small Step or Big Leap ?

# Leaning Forward

## CRITERIA:

- Done by beginning of April
- Starts asap
- Low cost—use resources available
- Charge a small amount for agency training participants
- Train up to about 50 people—pairs from 26 agencies—voluntary participation by agencies
- Practice kaizens are real—prob will be done on processes in agencies other than the ones that the trainees work in
- All training needs to build toward and count toward something that trainees could continue to work toward getting on their own (A)

- Online learning – consider after work
  - Lean overview 2 hours
  - Performance measurement and
  - VSM overview 2 hours
  - Kaizen tools and tem
  - Team facilitati
  - Classroom
  - 5S, visual control, ka
  - Defect reduction, root cause proofing, data analysis, parado 1 day
  - Conflict resolution, giving constructive feedback 1 day Internal
  - Facilitation for problem solving, implementation, PM, Change Mgmt. 1 day Internal
  - Train the trainer lean 10 with simulation – 1 day Sara
  - VSM - 3 days Boeing
  - Three Kaizen events - supported coach, team etc. 3 days each
  - Optional
  - 40 hours of self study, reading and test prep consider after work availability
  - 8 hour classroom test prep SME bronze level lean practitioner
- On-going continuous education: Cohort discussions and learning/case study and assessment

Mind Dump

# Leaning Forward



## Customer Concept Card

### Innovation Name (Suggestive of the Benefit)

Lean Practitioner Path – Building Lean Capacity through Private Sector Partnerships

### News Headline (Explain your idea in 1 sentence)

Lean experts from the private sector partner to improve government operations.

### The Customer & Their Problem (What do they wish)

Executive Cabinet Agency Directors need to use a lot of money (as directed by the Governor's Executive Order).

### Customer Benefit Promise (Make a customer benefit promise to address the problem. Answer the question, "Why should I, the customer, care?")

Our Lean Practitioner Path delivers

- At least one process in each executive cabinet agency improved using Lean by August 2012 at no cost
- 72 state employees (at least 2 from each cabinet agency) with a nationally recognized Lean certification by March 2013

Our Lean Practitioner Path delivers private sector partners

- The opportunity to help state government develop capacity to use Lean to improve government operations
- Recognition and appreciation for helping state government improve productivity, quality, delivery time, safety, and morale

Our Lean Practitioner Path delivers Agency Directors

- An improved agency process in less than 3 months at no cost
- A nationally recognized Lean certification (for two Lean Practitioners) in less than 1 year

### Customer Benefit Promise (Make a customer benefit promise to address the problem. Answer the question, "Why should I, the customer, care?")

Our Lean Practitioner Path delivers Washington State government

- At least one process in each executive cabinet agency improved using Lean by August 2012 at no cost
- 72 state employees (at least 2 from each cabinet agency) with a nationally recognized Lean certification by March 2013

Our Lean Practitioner Path delivers private sector partners

- The opportunity to help state government develop capacity to use Lean to improve government operations
- Recognition and appreciation for helping state government improve productivity, quality, delivery time, safety, and morale

Our Lean Practitioner Path delivers Agency Directors

- An improved agency process in less than 3 months at no cost
- A nationally recognized Lean certification (for two Lean Practitioners) in less than 1 year

### Product, Service, Process and Proof (Provide a description for the following: 1-describe the product, service, or process and how it works. 2-provide proof that the innovation will deliver the benefit promise.)

We partner with private sector Lean experts to deliver a unique blend of training and coaching that uses proven Lean thinking, Lean tools, and Lean techniques to simultaneously improve agency processes and increase the agency's capacity to use Lean.

### Death Threats (rather than compromise the idea, identify the biggest unknowns/burdles.)

Will there be enough private sector Lean experts to provide training and coaching?

v.2 © 2011, Eureka! Institute, Inc. All Rights Reserved.

# Basic Skillset 3: Experiment

<b>1. Create Idea</b>	<ul style="list-style-type: none"><li>• Stimulus Mining</li><li>• Diversity of Thinking</li></ul>
<b>2. Communicate Idea</b>	<ul style="list-style-type: none"><li>• Customer Problem</li><li>• Benefit to Customer</li></ul>
<b>3. Experiment with Idea</b>	<ul style="list-style-type: none"><li>• Adapt current capabilities</li><li>• Lead with new offerings</li><li>• Reduce Risk with small steps (PDCA Cycle)</li><li>• Decision Points: Kill or Continue</li></ul>

# the government service model canvas

8. Key Partners	7. Key Activities	2. Value Proposition	4. Customer Relationship	1. Customers
	6. Key Resources		3. Channels	
9. Cost Structures			5. Revenue Streams	

Government Service Model Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.

# the government service model canvas

<b>8. Key Partners</b>	<b>7. Key Activities</b>	<b>2. Value Proposition</b>	<b>4. Customer Relationship</b>	<b>1. Customers</b>
<b>9. Cost Structures</b>		<b>5. Revenue Streams</b>		

A great place to put your ideas.

Government Service Model Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.

# Mine for insight on any segment

<b>8. Key Partners</b>	<b>7. Key Activities</b>	<b>2. Value Proposition</b>	<b>4. Customer Relationship</b>	<b>1. Customers</b>
	<b>6. Key Resources</b>		<b>3. Channels</b>	
<b>9. Cost Structures</b>		<b>5. Revenue Streams</b>		

Government Service Model Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.



# Exercise & Stimulus

- Exercise: Annotate the Government Service Model Canvas
- Using information as stimulus gained from the last 2 exercises, annotate your canvas

# the government service model canvas

8. Key Partners	7. Key Activities	2. Value Proposition	4. Customer Relationship	1. Customers
<p style="text-align: center;"><b>Instructions / Tips</b></p> <p><b>Suggested Task:</b> take your ideas from the previous exercises and, as best you can, concisely transpose them onto the canvas.</p> <p>Add more ideas if that makes sense to you.</p> <p>Spend time thinking about what you are seeing.</p>				

Government Service Model Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.

# What did you learn?





# Experiment

- Develop methods to accurately test new ideas and rapidly improve them  
(Deming Cycle, Plan-Do-Check-Act Cycle)
- Turn **fear** into useful ideas that can propel your product or service forward  
(identify your “death threats”, address them, and dissolve them)

# Decision Point

- You will **kill** projects. This **must** happen and is just as much cause for celebration as maintaining good projects.



- You will **continue** fruitful projects, learning what adjustments to make as you progress.



# **Storytime, continued...**

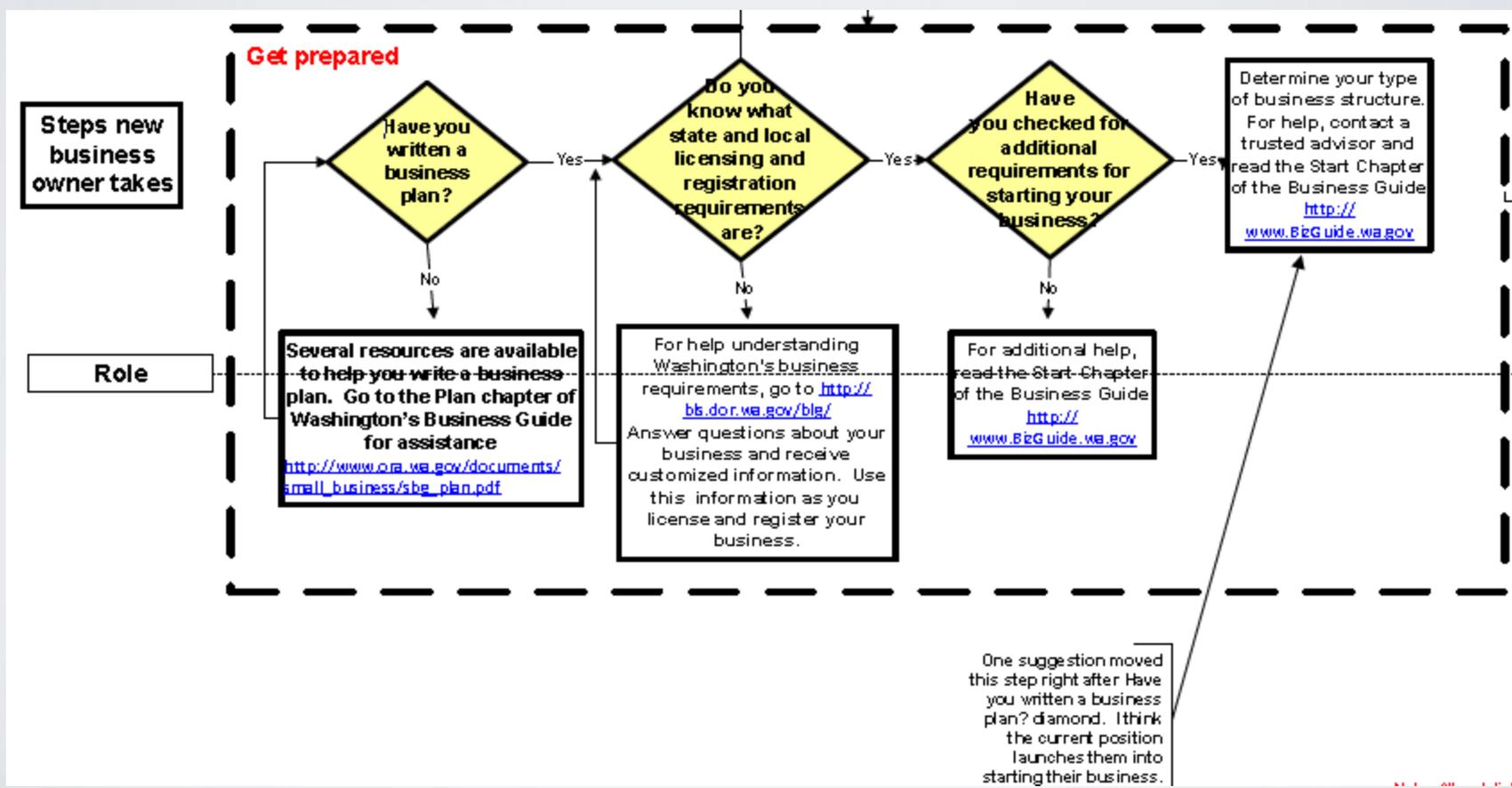
(10+/- minutes)

## **Cross Agency Communication**

### **Leaning Forward**



# Works Like Looks Like Prototype



# Roadmap to Register and License your Business in Washington

New Business Owner  
**Get Prepared!**  
 Be successful by following these steps



Several resources are available to help you write a business plan. Go to the Plan chapter of Washington's Business Guide for assistance: [http://www.wa.gov/documents/small\\_business/sbg\\_plan.pdf](http://www.wa.gov/documents/small_business/sbg_plan.pdf)



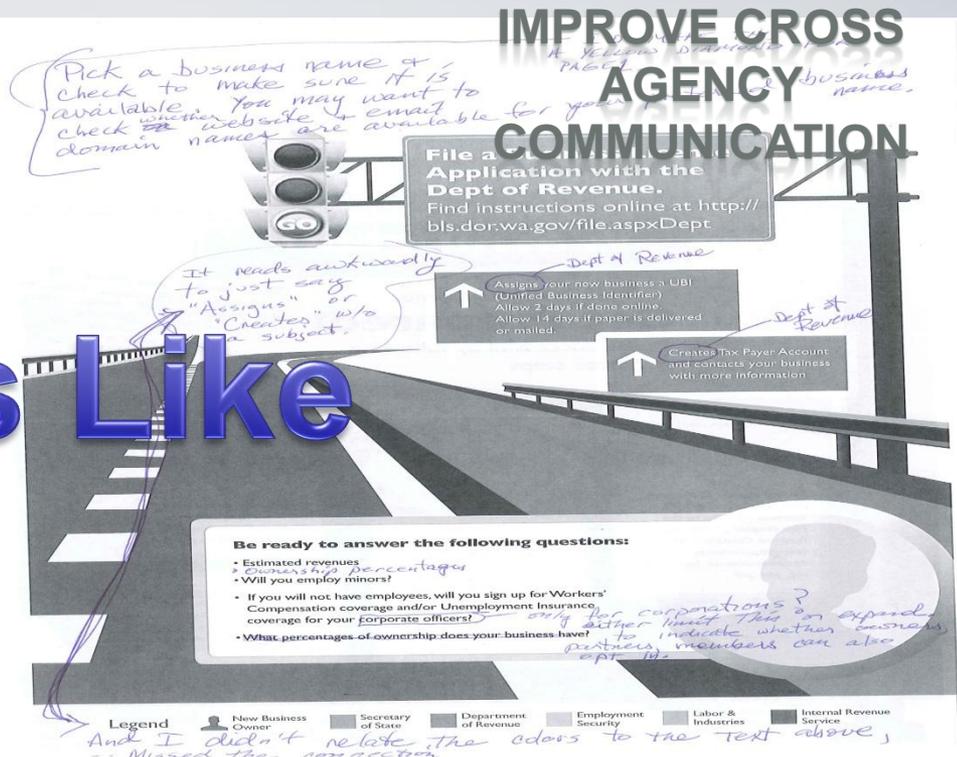
For help understanding Washington's business requirements, go to <http://bls.dor.wa.gov/>. Answer questions about your business and receive customized information. Use this information as you license and register your business.



For additional help, read the Start Chapter of the Business Guide <http://www.BizGuide.wa.gov>

Determine your type of business structure. For help, contact a trusted advisor and go to [http://www.wa.gov/documents/small\\_business/sbg\\_start.pdf](http://www.wa.gov/documents/small_business/sbg_start.pdf)

# Looks Like



**Be ready to answer the following questions:**

- Estimated revenues
- Ownership percentages
- Will you employ minors?
- If you will not have employees, will you sign up for Workers' Compensation coverage and/or Unemployment Insurance coverage for your corporate officers?
- What percentages of ownership does your business have?

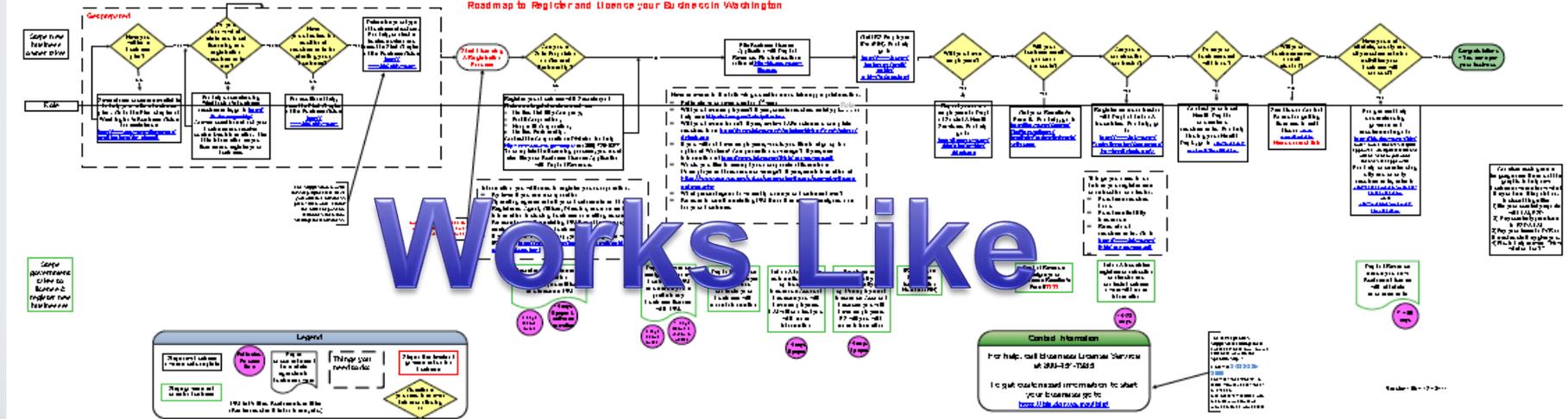
*Handwritten notes:* "only for corporations? any other limited liability or expand parties, members can also opt in."

**Legend**

- New Business Owner
- Secretary of State
- Department of Revenue
- Employment Security
- Labor & Industries
- Internal Revenue Service

*Handwritten note:* "And I didn't relate the colors to the text above, - Missed the connection"

Roadmap to Register and License your Business in Washington



# Works Like

# Proof for Business Owners

- No more time spent sifting through confusing registration and licensing requirements—trying to determine which apply to you and which agencies you need to go through.
- Time businesses spend doing it today vs. using roadmap;
- fewer duplicate UBIs - # today vs. future
- Your time is freed up to focus on the actual work of opening your doors.
- How much sooner can business open???

IMPROVE CROSS  
AGENCY  
COMMUNICATION

# Proof for Agencies

- Fewer staff hours will be spent supporting *routine* business start-up procedures.
  - Today it takes X minutes/customer???
- Online submittal reduces printing and mailing associated with requests for more information and license updates.
  - Outline print/mail costs???
- Faster business startup, which will generate revenue sooner.
  - How many hours/days/weeks today vs future???
  - # of duplicate UBIs today vs. future???
  - >\$\$ revenue generated because they open faster???
- Higher level of customer satisfaction.
  - Need baseline data

# ROADMAP

IMPROVE CROSS  
AGENCY  
COMMUNICATION

New Business Owner

Roadmap to  
Register and  
License your  
Business in  
Washington



## Get Prepared!

Be successful by following these steps before you license and register your business...

### HAVE YOU WRITTEN A BUSINESS PLAN?

For help, go to the **Plan chapter of Washington's Small Business Guide**  
[www.BizGuide.wa.gov](http://www.BizGuide.wa.gov)

### DO YOU KNOW STATE AND LOCAL LICENSING AND REGISTRATION REQUIREMENTS?

For help, go to:  
[www.bls.doc.wa.gov/blg/](http://www.bls.doc.wa.gov/blg/)

Answer the questions on this page to get customized information. Hang on to this information and use it when you license and register your business.

### HAVE YOU CHECKED FOR ANY ADDITIONAL REQUIREMENTS FOR STARTING YOUR BUSINESS?

For help, read the **Start chapter of Washington's Small Business Guide**  
[www.BizGuide.wa.gov](http://www.BizGuide.wa.gov)

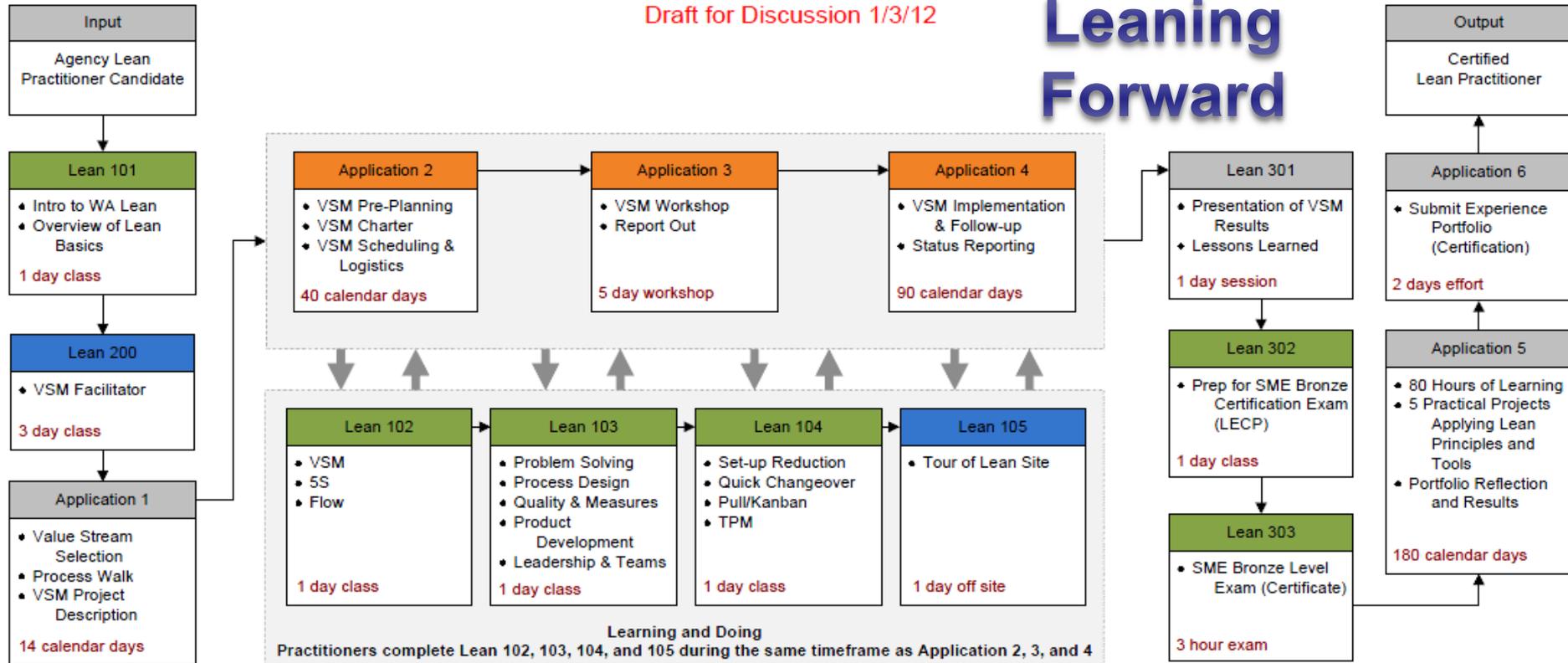
### HAVE YOU DECIDED WHAT TYPE OF BUSINESS STRUCTURE YOU WILL HAVE? (for example: sole proprietor, limited liability company, etc.)

For help, consult a trusted advisor. You can learn more about business structures in the **Start chapter of Washington's Small Business Guide**:  
[www.BizGuide.wa.gov](http://www.BizGuide.wa.gov)

# Washington State Government Lean Practitioner Path

Draft for Discussion 1/3/12

## Leaning Forward

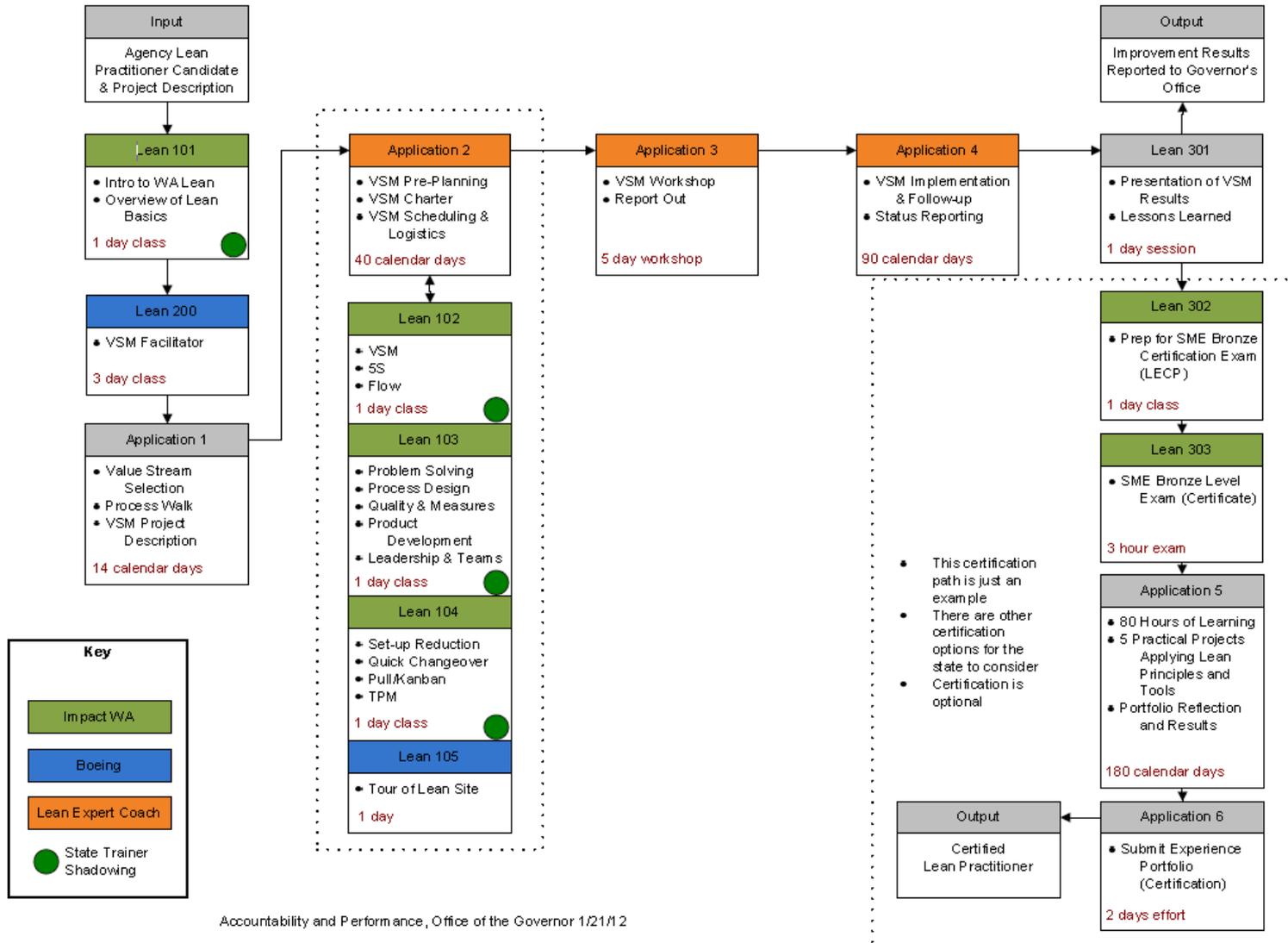


Task ID	Task Name	Duration	Start	Finish	Quarter	Year
1	Lean Practitioner Candidates Identified	67 days	Tue 11/1/11	Fri 2/3/12	3rd	2011
41	Lean 101 Classes Completed (Lean Intro)	22 days	Tue 1/17/12	Wed 2/15/12	1st	2012
51	Lean 200 Classes Completed (VSM Facilitator)	69 days	Tue 12/6/11	Wed 3/14/12	4th	2011
239	Application 2 Coaching Completed (VSM Pre-Planning)	69 days	Tue 1/3/12	Wed 4/11/12	1st	2012
279	Application 3 Coaching Completed (VSM Workshop)	57 days	Fri 1/27/12	Wed 4/18/12	1st	2012
463	Application 4 Coaching Completed (VSM Implementation)	144 days	Fri 2/3/12	Tue 8/28/12	2nd	2012
470	Lean 102 Classes Completed	12 days	Tue 2/28/12	Wed 3/14/12	1st	2012
477	Lean 103 Class Completed	12 days	Tue 3/20/12	Wed 4/4/12	1st	2012
484	Lean 104 Class Completed	12 days	Tue 4/10/12	Wed 4/25/12	1st	2012
488	Lean 105 Tours Completed	85 days	Tue 1/31/12	Thu 5/31/12	1st	2012
600	Lean 301 - Lessons Learned Presentations Completed	53 days	Fri 6/15/12	Wed 8/29/12	2nd	2012
712	Lean 302 - Exam Prep Classes Completed	53 days	Mon 6/18/12	Thu 8/30/12	2nd	2012
821	Lean 303 - SME Bronze Level Exams Taken (Certificate)	53 days	Tue 6/19/12	Fri 8/31/12	2nd	2012
930	Application 5 - Learning and Projects Completed	232 days	Fri 6/15/12	Tue 5/14/13	2nd	2012
1059	Application 6 - SME Bronze Portfolios Submitted	54 days	Mon 3/4/13	Thu 5/16/13	1st	2013
1059	SME Bronze Level Certification Awarded	1 day	Mon 6/3/13	Mon 6/3/13	1st	2013

### Partnership Resources Color Key

- Impact WA
- Boeing
- Lean Expert Coach

# Washington State Government 2012 Lean Practitioner Path





# PARTNER COACH WELCOME LETTER

February XX, 2012

## Leaning Forward

Dear XXXXXX:

On behalf of Governor Gregoire and her Office of Accountability and Performance, we want to welcome you as a Washington [State Government](#) 2012 Lean Practitioner Path Partner Coach. We appreciate your offer to provide project coaching this year as our state agency training participants apply their learning to plan and conduct a value stream mapping workshop. Now more than ever, we are excited about the opportunity to use Lean to improve state government performance, a goal that we know is shared by our private sector partners. Several state agencies are already using Lean to eliminate waste, save time, standardize workflow, reduce backlogs and decrease process complexity, which benefit our customers, the residents [and businesses](#) of Washington State.

As you may be aware, Governor ~~Gregoire's Executive Order~~ [Gregoire's Executive Order 11-04](#) ~~(embed link to EO)~~ directs her Cabinet agencies to pursue Lean through learning and ~~through~~ process improvement projects. Her vision is to integrate Lean thinking, tools, techniques and culture into all state government operations to put Washington on a trajectory that ensures a strong financial foundation for the future.

In 2012, Cabinet agencies are to:

- Learn Lean principles, concepts and tools,
- Deploy efforts to build capacity for Lean while embedding Lean in the agency culture
- Complete at least one Lean process improvement project by August 2012

Our goal with the Washington [State Government](#) 2012 Lean Practitioner Path is to help the agencies build internal capacity to support their Lean journey through developing at least one pair of Lean practitioners in each agency with facilitation capability while also helping them complete at least one process improvement project this year. We are very fortunate to have so much support from the business community. The training curriculum includes:

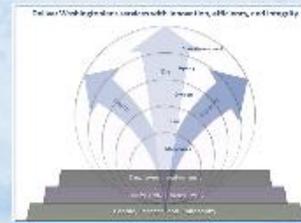
- 4 separate days of basic Lean training provided by Impact Washington,
- 3 consecutive days of Lean Value Stream Mapping (VSM) Facilitator training provided by the Boeing Co.,
- A tour of a private sector facility (like the Boeing Plant in Renton, Seattle Children's Hospital, or others),
- Individual reading and study assignments
- Hands-on VSM Workshop, to be conducted with a private sector Partner Coach:
  - 4-6 weeks of VSM workshop planning (approx 1 meeting per week)
  - Conduct a 5-day VSM Workshop and
  - Facilitate VSM implementation follow up (weekly meetings over a 90 day period)

# Leaning Forward

## Washington State Lean Engagement Plan for 2012 - DRAFT

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<b>Leadership</b>	Monthly mtg Agency spotlight Lean Overview for Leaders 1/25  Engagement Plan	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	Monthly mtg Topic_____	
<b>LEARN</b>	<b>Practitioners 2012 Lean Practitioner Path (Facilitators)</b>	Group 1 (started Nov. 2011) with 24 practitioners trained and leading at least one VSM project											
	Agency ID Practitioners for groups 2 & 3	Group 2 with 24 practitioners trained and leading at least one VSM project											
		Group 3 with 24 practitioners trained and leading at least one VSM project											
	<b>Practitioners Community of Practice</b>	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating	Monthly mtg Training: Lean & Facilitating
	<b>Additional Partner Training Opportunities (Negotiations in progress)</b>	VM Rapid Improvement Workshop  TBD	VM Rapid Improvement Workshop  TBD	VM Rapid Improvement Workshop  VM Daily Lean Mgmt Workshop  TBD	VM Rapid Improvement Workshop  TBD	VM Rapid Improvement Workshop  TBD	VM Rapid Improvement Workshop  VM Daily Lean Mgmt Workshop  TBD	VM Rapid Improvement Workshop  TBD	VM Rapid Improvement Workshop  TBD	VM Rapid Improvement Workshop  TBD	VM Rapid Improvement Workshop  VM Daily Lean Mgmt Workshop  TBD	VM Rapid Improvement Workshop  TBD	VM Rapid Improvement Workshop  TBD
<b>Benchmarking Events</b>	Boeing Tour	Oregon State Hospital	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
<b>DO</b>	<b>Projects</b>	36 projects							Agency project results to A&P			A&P report due to Governor	
	<b>Agency ID project</b>												
<b>SUPPORT</b>	<b>Deliverables</b>	Getting Started document  Learning Path for Pract.  New partner packets  Reporting Template	Learning Path for Leaders								Lean Lessons Learned Document for Washington State		
	<b>Communication</b>	Messaging & Method TBD											

# Lean Overview for Leaders



# Leaning Forward

## Accountability and Performance



The Governor **directed** Washington state agencies to begin implementing Lean by learning about Lean concepts and tools; building capacity; embedding Lean in agency culture; and completing at least one Lean project by August 31, 2012. This session will provide an overview of Lean principles, methods and tools, and the role of the leader.

**January 25, 2012**

**9am - 12pm**

**OB2 Auditorium, Olympia**

*Presenters include:  
Governor's Office  
Private Sector Partners  
Agency Directors  
Lean Practitioners*

Opening remarks by Governor Chris Gregoire

Also during this session:

- Learn about a leaders role in Lean
- Hear about Lean and where it came from
- Gain knowledge of common Lean methods, tools and their application
- Learn about the potential benefits of using Lean statewide
- Find out how private sector partners are helping Washington state deploy Lean
- Have an opportunity to ask questions of agency leaders and practitioners already using Lean

### Register Now!

To register for this course, visit:

<http://elearn.dop.wa.gov> or

WSDOT and Liquor Control Board employees use:

[https://gm1.geolearning.com/geonext/wasdop/login\\_geo](https://gm1.geolearning.com/geonext/wasdop/login_geo)

Click on the "featured" button on the home page and look for "GOV Lean Overview for Leaders" to register. If you are new to the online training registration system, contact your human resource department for assistance.

### Who should attend?

Executive leaders who have not previously attended a Lean overview; and supervisors and managers who will lead a Lean model area project are strongly encouraged to attend. Others with an interest in Lean may attend if space is available.

Office Building 2 Auditorium  
1115 Washington St. SE

Questions? 360-902-0849  
E-mail: [accountability@gov.wa.gov](mailto:accountability@gov.wa.gov)

<http://www.accountability.wa.gov/leadership/lean/default.asp>

## Customer Concept Card

### Innovation Name (Suggestive of the Benefit)

Lean Practitioner Path – Building Lean Capacity through Private Sector Partners

### News Headline (Explain your Idea in 1 sentence. "The first...")

Lean experts from the private sector partner with state government to improve government operations.

### The Customer & Their Problem (Who is the customer? What is the problem?)

Executive Cabinet Agency  
lot of money (as directed)

### Customer Promise

...ing Lean by August 2012 at no cost  
... a nationally recognized Lean certification by  
... partners  
...ment develop capacity to use Lean to improve government operations  
... helping state government improve productivity, quality, delivery time, safety,  
... with delivers Agency Directors  
...ved agency process in less than 3 months at no cost  
...ationally recognized Lean certification (for two Lean Practitioners) in less than 1 year

### Product, Service, Process and Proof (Provide a description for the following: 1-describe the product, service, or process and how it works. 2-provide proof that the innovation will deliver the benefit promise.)

We partner with private sector Lean experts to deliver a unique blend of training and coaching that uses proven Lean thinking, Lean tools, and Lean techniques to simultaneously improve agency processes and increase the agency's capacity to use Lean.

### Death Threats (Rather than compromise the idea, identify the biggest unknowns/hurdles.)

Will there be enough private sector Lean experts to provide training and coaching?



Washington State Government  
**Lean Transformation  
Conference**

Greater Tacoma Convention & Trade Center  
October 23-24, 2012  
**Lean & Performance  
Leadership**

**Event Schedule & Agenda**

**Getting Started  
With Lean**

**Lean Thinking, Tools, & Techniques**

# Summing up



# Take Aways

- Lean focuses on increasing capacity by eliminating waste and increasing flow. Use innovation within Lean to accomplish these goals.
- Use Innovation to create and develop meaningful new services for your customers.
- Do Both.

# Lean + Innovation

Lean tools



Innovation tools



**your BRAIN - the ultimate tool**  
(use it or lose it)

